



THE WORCESTER FOUNDATION FOR EXPERIMENTAL BIOLOGY

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November 23, 1976

Dr. B. C. Schmidt  
Chairman, Board of Directors  
Memorial Sloan-Kettering Cancer Center  
New York, New York 10021

Dear Dr. Schmidt:

I read your succinct and thorough comment on basic research in TRENDS IN BIOCHEMICAL RESEARCH with interest. I couldn't agree more. Yet I was disturbed, too, because N.C.I.'s program, which you've had such a hand in molding, seems rather poorly to reflect this philosophy. Indeed, under your strong influence it seems to be steadily moving in a direction opposite to that which you espouse in the TRENDS statement.

I recently attended N.C.I.'s Cancer Center Directors' meeting and my frustrated comments on the last day of the meeting are enclosed. The widespread delusion among this group that we are solving the cancer problem in the clinic was a shock to me, and made me confront squarely the fact that this N.C.I.-created bureaucracy is a self-replicating monster.

Sincerely yours,

Mahlon B. Hoagland, M.D.  
President and Scientific Director

MBH:jf  
Enclosure